2021 People Matter Survey – Whole of Sector Response Plan 2021 - 2023

Issue	You Said	We've Done
Senior Management Communication and Vision	The key driver with the highest influence on employee engagement across the sector is *'senior managers provide clear strategy and direction'*. 54% of respondents across the sector responded positively to this (noting that there is a significant variance across agencies) and 23% were neutral. There is a clear link between the effective communication of senior manager's vision and strategy and higher engagement scores, role clarity and perceptions of quality public service delivery. Actions that increase the positive response even slightly will have a high impact on engagement overall.	Effective leadership and management was a key theme in the feedback from employees. As a result, the following actions have occurred: • Developed and implemented the Executive Leaders Development Framework, which includes specific development options to improve senior managers' capabilities in articulating and communicating the organisational vision for ECO1-ECO6 leaders. • Developed and implemented the new Capability Framework which singles out 'People leadership' to describe specific behaviours required by leaders. • Delivered a Senior Executive Communications Masterclass to 25 executives ECO3 and above to build the capability of NTPS senior leaders in communicating organisational vision and direction. • Delivered a moderated CEO Roundtable Discussion to 10 CEO's focused on ethics, leadership and communication. • Implementation of the Aboriginal Leadership Development and Career Pathways Initiative to support NTPS Aboriginal middle managers to grow their own leadership skills; which included the reintroduction of the Kigaruk and Lookrukin Aboriginal Leadership Development Program accredited training program. • A suite of documents relating to dispute resolution are currently being finalised which will provide managers and employees with simple, transparent and efficient processes for resolution of internal conflicts and disputes. • An executive coaching service is in the final stages of procurement for ECO1 to ECO6 leaders to receive guidance and advice from coaches and mentors to support executive leadership capability development.
Feedback and Performance Management	There is a strong, demonstrated link between the receipt of both formal and informal feedback on employees work performance, career development and engagement. 56% of respondents reported having a performance plan in place. 49% reported receiving formal feedback and 75% reported receiving informal feedback. Critically though, only 48% of respondents reported that their manager had talked to them about what they could do to improve their performance.	The ability of managers to address under-performance of staff was a key theme in the feedback from employees. As a result, the following actions have occurred: • Developed and implemented the new Capability Framework, which supports and guides performance conversations. • Developed additional resources and development options to upskill managers and employees for effective performance and career conversations, including the implementation of the Capability Discovery Tool. • Ongoing delivery of the 'Results through People – Getting Great Performance' course, for managers and supervisors to learn the skills to constructively address performance and build confidence in giving performance feedback in the workplace. This program was bolstered to include Human Resources Business Partners to build awareness of internal processes. • Implementation of a Whole of Sector orientation program which covers essential training modules for all employees.
Inappropriate Workplace Behaviours	Perceptions of experienced and witnessed bullying have a serious negative impact on employee engagement. Whether the perceptions could be validated as 'real' or 'true' bullying does not change this impact. 30% of respondents reported witnessing bullying and/or harassment in the past 12 months. 29% of respondents reported experiencing bullying and/or harassment in the past 12 months. The survey results relating to bullying and harassment are *not* intended to be used as an accurate representation of the number of validated cases of bullying/harassment. There has been no process to validate instances of perceived bullying reported in the survey. This data is collected so that there is insight into the impact of perceived inappropriate behaviours on other survey indicators, such as the employee engagement index. This then allows specifically targeted actions to address issues.	The issue of bullying and inappropriate behaviour was raised in the feedback from employees. As a result, the following actions have occurred: • Modernised the Code of Conduct including clear language about appropriate workplace behaviours and implemented Code of Conduct training, delivering 23 sessions (face-to-face and virtually) across the sector to promote and embed. • Ongoing delivery of 'Appropriate workplace behaviour' training (both on-line and face-to-face) to provide learners with an understanding of what is appropriate and inappropriate behaviour, discrimination, harassment and bullying and how best to support a respectful work environment. • Released the 'Policy for the prevention of sexual harassment in the workplace', which applies to all employees and customers of the NTPS and sets out the legal responsibilities and obligations for the NTPS and its employees. • Promoted safe, respectful workplaces through a whole-sector campaign and posters about expected workplace behaviours and values. • Developed and implemented the 'NTPS mentally healthy workplace framework' to promote respect, safety and wellness in the workplace. • Provided website information and resources to actively promote workplace inclusion practices and to grow leaders who understand, value and promote diversity, inclusion and cultural safety.

NORTHERN TERRITORY GOVERNMENT